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RESULTS

12 Developing Foundation-University-Grantee Collaboratives as a Model for High-Impact Philanthropy

Michelle B. Nayfack, Ph.D., American Institutes for Research; and Priscilla Wohlstetter, Ph.D., University of Southern California

The Weingart Foundation's Urban School Districts Reform Initiative sought to improve urban education, and ultimately raise student achievement, by supporting sustainable reforms in school districts educating high numbers of low-income students. Based on research by an intermediary, six selected school districts were invited to propose projects that were a fit for their own strategic plans; four were funded. The foundation worked closely with these districts over a three-year period. Based on this experience, three key design elements were identified: 1) *Confine the initiative to a content area or target population*, 2) *Pay attention to geography*, and 3) *Encourage boundary-spanning*.

doi: 10.4087/FOUNDATIONREVIEW-D-10-00040

23 Expanding Organizational Advocacy Capacity: Reflections From the Field

Annette Gardner, Ph.D., and Sara Geierstanger, M.P.H., Philip R. Lee Institute for Health Policy Studies; Lori Miller Nascimento, M.P.H., The California Endowment; and Claire Brindis, Dr.P.H., Philip R. Lee Institute for Health Policy Studies

Organizational advocacy capacity is an important consideration for funders considering how to achieve and sustain policy change. The California Endowment implemented the Clinic Consortia Policy and Advocacy Program to expand grantee advocacy capacity to support the policy and operational needs of California's community clinics. The results show that grantees achieved a significant return on investment from their policy and advocacy work. The authors encourage funders of advocacy and policy change initiatives to consider the resources needed to build and sustain advocacy capacity.

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43 Assessing Nonprofit Networks Prior to Funding: Tools for Foundations to Determine Life Cycle Phase and Function

Patricia Zerounian, M.P.P., Monterey County (Calif.) Health Department; Janet Shing, B.A., Community Foundation for Monterey County; and Krista D. Hanni, M.S., Ph.D., Monterey County Health Department

Foundations and other funders can use life cycle analysis tools to assess a nonprofit network as a precursor to funding network activities. Characteristics that determine a network's readiness for funding include network cohesion (trust and communication), cooperation (mutual purpose and goals), and capacity for externally focused action. The Network Mindset Survey analysis can help determine a network's readiness for funding by measuring members' understanding of the power and utility of networks; degree of membership engagement; identification of specific, common concerns; and readiness for productive action.

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59 Exposing Real World Philanthropy to the Next Generation of Social Work Leaders

Yoko Crume, Ph.D., North Carolina A&T State University; and Edgar Villanueva, M.A., Kate B. Reynolds Charitable Trust

This article describes a method for instructing social work students in the art of enhanced collaboration with foundations, shifting the focus from “writing a winning proposal” and “finding alternative funding sources” to “developing collaborative partnerships for sustainable community development and social change.” The authors describe an instructional method consisting of four major steps to help give social work students a real sense of what is going on in their fields and how to work in partnership with foundations.

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70 Achieving Foundation Accountability and Transparency: Lessons From the Robert Wood Johnson Foundation's *Scorecard*

David C. Colby, Ph.D., Nancy W. Fishman, M.P.H., and Sarah G. Pickell, B.A., Robert Wood Johnson Foundation

The Robert Wood Johnson Foundation (RWJF) shares their experience developing their *Scorecard* as a tool for accountability and transparency. The *Scorecard* is used to set goals, track organizational effectiveness, and motivate responses to shortcomings. They have found that comparative and quantitative measures are the most powerful forces to motivate change.

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81 Promoting Community Leadership Among Community Foundations: The Role of the Social Capital Benchmark Survey

Doug Easterling, Ph.D., Wake Forest University

Community foundations (CFs) are being encouraged to adopt a more proactive, multifaceted approach to philanthropy – one that has come to be known as “community leadership.” This article examines how the Social Capital Benchmark Survey (conducted

by Robert Putnam and Lew Feldstein and funded by 34 community foundations) supported community leadership work. The study provides evidence that a coordinated national assessment of community conditions can serve as a useful point of departure for community foundations to play a leadership role on critical local issues.

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SECTOR

97 Lessons (Not Yet) Learned

Marilyn J. Darling, M.A., and Jillaine S. Smith, B.A., Signet Research & Consulting LLC

Solutions to complex social problems remain elusive; at the same time, philanthropy is facing growing pressure to account for its tax-free dollars; to demonstrate, replicate, and scale success; and to be transparent about failed social investments. Learning from failure requires changing deeply rooted habits of thinking, decision-making, and interacting. The authors recommend steps that foundations and their nonprofit partners could take to learn from failed social investments.

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110 Community Philanthropy: How the Delta Region Revives, Embraces, and Promotes the Spirit of Giving

Charlotte L. Williams, Dr.P.H., M.P.H., Clinton School of Public Service; Sherece West, Ph.D., Winthrop Rockefeller Foundation; and Joanna Klak, M.P.S., Clinton School of Public Service

Community philanthropy is the local investment of time, talent, and treasure. This article reports on a survey of 31 small Arkansas communities of 5,000 to 15,000 in population. Data confirm that giving/fundraising was substantial, particularly in communities with populations of 8,000 or less. People are giving not only their money, but also their services, time, and skills – especially in times of emergency response. Giving was not restricted to the wealthy but included various levels of generosity. The authors suggest that growing public will and momentum may result in healthy, equitable communities where vulnerable families could succeed.

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REFLECTIVE PRACTICE

121 The Best of the Humanistic and Technocratic: Why the Most Effective Work in Philanthropy Requires a Balance

Paul M. Connolly, M.P.P.M., TCC Group

Over the past 15 years, a more technocratic approach to philanthropy has emerged and been seen as the opposite of humanistic philanthropy. Rather debating these approaches as though they are a dichotomy, funders can use the best tools from each approach, including the well-thought out and disciplined strategies and results orientation of technocrats and the values base, intuition, responsiveness, and flexibility of the humanists. Philanthropic leaders need to encourage others to appreciate the tensions between the technocratic and humanistic modes, acknowledge the trade-offs, and respect and learn from each other.

doi: [10.4087/FOUNDATIONREVIEW-D-10-00039](https://doi.org/10.4087/FOUNDATIONREVIEW-D-10-00039)

138 **Voices from the Field III: Lessons and Challenges for Foundations Based on Two Decades of Community Change Efforts**

Anne Kubisch, M.P.A., and Patricia Auspos, Ph.D., Aspen Institute Roundtable on Community Change; Prudence Brown, Ph.D., Independent Consultant; Emily Buck, M.S.W., and Tom Dewar, Ph.D., Aspen Institute Roundtable on Community Change

To date, there is little evidence that CCIs have been able to achieve population-level change in key outcomes; however, they have built community capacity. Building upon a previously published volume on Comprehensive Community Initiatives, this article focuses upon the implications for foundations of what has been learned about CCIs. Deep engagement in the community; thoughtful collaboration among funders of various types and sizes; the willingness to use other resources, capacities and tools in addition to grants; and using evaluation for learning are some of the ways in which foundations might have a greater impact.

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